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**THE RELATIONSHIP BETWEEN SALARY, BENEFITS AND CAREER
DEVELOPMENT WITH EMPLOYEE SATISFACTION IN GIATMARA
KEDAH**

By

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Submitted to:

Othman Yeop Abdullah Graduate School of Business,

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Management.**



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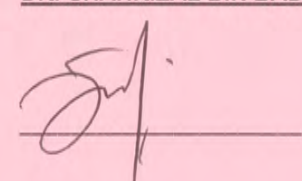
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ABSTRACT

Employee satisfaction is the main factor of any turnover rate in any organization. With satisfied employees, it will be more easier to achieve organization goals or target. This research is to investigate factors of employee satisfaction for trainers of GIATMARA Kedah. The main purpose of the study is to prove the relationship between salary, benefits and career development with employee satisfaction. The study used quantitative method. The population of the study is the trainers of GIATMARA Kedah. The data collected through self-administered questionnaires from 90 trainers of GIATMARA Kedah selected by computerized random selection technique. The questionnaires were adapted from past researchers and the results showed positive relationship between salary, benefits and career development with employee satisfaction. The findings revealed that the trainers of GIATMARA Kedah are satisfied with their work in GIATMARA. This research provides better understanding on the employee satisfaction in GIATMARA Kedah and potential use of findings can be used by the organization as a reference for future research.

Keyword: employee satisfaction, salary, benefit, career development.

ABSTRAK

Kepuasan kakitangan merupakan factor utama kadar kakitangan berhenti didalam organisasi. Ia akan memudahkan organisasi mencapai matlamat atau target organisasi. Kertas kajian ini adalah untuk melihat faktor kepuasan pekerja bagi tenaga pengajar GIATMARA Kedah. Tujuan utama kajian ini adalah untuk membuktikan hubungan antara gaji, faedah dan pembangunan kerjaya mempunyai kesan langsung kepada kepuasan pekerja. Kajian ini dilakukan dengan kaedah kuantitatif. Populasi untuk kajian ini ditumpukan kepada kumpulan tenaga pengajar GIATMARA Negeri Kedah. Borang soal selidik ini telah diedarkan kepada 90 orang responden yang menjadi tenaga pengajar GIATMARA Kedah yang telah dipilih melalui pemilihan computer secara rawak. Data dikumpul melalui borang soal selidik yang disesuaikan dengan penyelidik terdahulu dan hasilnya menunjukkan terdapat hubungan positif antara gaji, faedah dan pembangunan kerjaya dengan kepuasan pekerja. Ini menunjukkan bahawa tenaga pengajar GIATMARA Kedah berpuas hati dengan kerja mereka di GIATMARA. Kajian ini telah menyediakan penyelidik untuk lebih memahami kepuasan pekerja di GIATMARA Kedah. Kajian ini juga boleh digunakan oleh organisasi sebagai rujukan untuk penyelidikan masa depan.

Kata kunci: kepuasan pekerja, gaji, kebajikan. pembangunan kerjaya.

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CHAPTER 1

1.1 Introduction

The level of satisfaction among employees is an important factor in an organization and plays the role of the main motivator in the work place (Yusof, 2014). Employee's satisfaction is a term that describes employees as happy, contented, fulfilling their desires and work needs. Each person achieves satisfaction in different ways. This is because each individual has different intentions and goals towards themselves and the organization. An employee with high satisfaction towards the organization will normally produce good quality work and high productivity. Dissatisfied employees will show negative behavior and will end up not achieving the organization's goal and productivity targets. This bad attitude will not just affect the productivity of the organization but will also impact the performance of the employee. Employee's satisfaction also depends on many factors; salary, benefits, career developments, work environment, leadership, colleagues, security, flexibility and many more. Not only that, it will also increase loyalty towards the organization. Therefore, the satisfaction level of workers is really important for every company or organization because satisfied employees will contribute to the company's effectiveness and success (Unutmaz, 2014).

1.2 Background of Study

Generally, factors influencing employee satisfaction are difficult to justify because it is very subjective and is a value that comes from the individual themselves. Each employee will achieve their satisfaction in their own personal way (Hai, 2017). Employee's satisfaction will increase productivity and will minimize the start of negative behavior and attitude towards the organization. Satisfied employees

will make sure that they will be part of the organization's achievement. However, dissatisfied employees will try to bring out the negativity and will, at the end of the day, have a negative impact on the organization.

Satisfaction is also a motivational factor for an individual or group to continuously work hard and achieve its individual goals or even the organizations goal. Job satisfaction and motivation are inseparable since the increase in job satisfaction gives motivation (Kaya & Ceylan, 2014). Referring to The Ministry of Human Resource of Malaysia, there are 14,933,400 employees by quarter 4 of 2018 (Statistik Pekerjaan & Perburuhan Siri 1/2019) either in the government or private sectors. Despite the importance of the role played by employee satisfaction, according to a Jobstreet.com survey on employee satisfaction in Malaysia in 2015, 74% of the respondents stated that they were not satisfied with their current jobs. At the same time, the factors that influence employee satisfaction according to Malaysiandigest.com survey (2017) identified 3 major factors of unsatisfied employees in Malaysia; competency of management, lack of promotion and career development, poor training and development.

Employees have higher level of satisfaction because they are motivated by higher pay for the job they do (Bakan & Buyukbese, 2013).

1.3 Background of GIATMARA

Given that the need for skilled manpower by the private sector is increasingly critical, the MARA Council approved a training program called the "Pusat GIAT" and the first center was set up in Jitra, Kedah in 1986. Due to encouraging response from the local residents, the Government, in the 5th Malaysia Plan, approved 15 GIATMARA Centers and, in the 6th Malaysia Plan, another 21 GIATMARA

Centers making a total of 36 GIATMARA Centers. Year after year, the need for skilled manpower increases due to the country's economic growth. Recognizing this fact, the MARA Council approved 128 GIATMARA Centers operating in January 1999.

MARA has a variety of skills training programs at various levels. For the basic level, it is managed by the GIATMARA Center. The intermediate level is carried out by *Institut Kemahiran Mara (IKM)*, while the undergraduate and postgraduate levels are managed by the German Malaysian Institute (GMI) and UniKL (combinations of other MARA Skill learning institute). The philosophy of GIATMARA Malaysia Sdn Bhd in the 6th Malaysia Plan is to provide basic level technical training to locals according to current needs.

GIATMARA is a training institution established under the company's act and is known as GIATMARA Sendirian Berhad. GIATMARA operates under Majlis Amanah Rakyat (MARA), an agency of the Ministry of Rural Development (KPLB). The establishment of GIATMARA is to provide technical and vocational skills training to youths from rural and urban areas, preparing skilled manpower and technical entrepreneurs to meet industry needs and economic growth both locally and international. GIATMARA started operations in January, 1986 in Jitra (now known as GIATMARA Prima Kubang Pasu) with courses offered in the field of Domestic Electric, Brick laying and Iron. Good responses and high demand for skills programs resulted in GIATMARA growing rapidly in terms of numbers and programs offered. Currently, GIATMARA offers 49 types of courses under 12 clusters. At the end of the 10MP, the number of GIATMARA Centers is expected to increase to 231 nationwide.

Organization Service

GIATMARA is a training institution of skills with a main purpose to provide quality education or skills as well as to guide trainees to be successful entrepreneurs. GIATMARA is also the only Skills Institution in the world that provides free training services and monthly allowance to the trainees. GIATMARA offers courses ranging from 6 to 12 months. GIATMARA does not only target youths or individuals who are unable to pursue academic learning, but also provides opportunities for those who have never had skills training, lost jobs or being forced to find new jobs for the purpose of getting work.

Additionally, GIATMARA also provides opportunities for those who are working and need to increase the level of skills and offers training to individuals who are keen to venture into skills-based entrepreneurship.

1.4 Problem statement

In 2017, Jobstreet.com conducted a survey called Employee job Happiness Index 2017 Survey and placed Malaysia on number 4 out of 7 countries in the region for employees who are happy at their workplace scoring 4.65 out of 10 point scale.

Table 1.1 : 2017 Job Happiness Index

RANK	COUNTRY	INDEX 2017
1	INDONESIA	5.27
2	VIETNAM	5.19
3	PHILIPINES	4.97
4	MALAYSIA	4.65
5	THAILAND	4.55
6	HONG KONG	4.45
7	SINGAPORE	4.31

Employee satisfaction plays a big role in making sure that the organization will achieve its mission and target. Employee satisfaction, while generally positive in

an organization it can become a problem if passive and less motivated employees stay because they are just satisfied with the current work environment. Thus, following the recommendations and importance of satisfaction, it becomes essential to study the effect of factors (salary, benefits and carrier developments) on employee satisfaction in GIATMARA Kedah.

1.5 Research Question

1.5.1 Does salary influence employee satisfaction?

1.5.2 Do benefits influence employee satisfaction?

1.5.3 Does career development influence employee satisfaction?

1.6 Research Objectives

As a general objective, this research will investigate the factors that affect employee's satisfaction. This research will focus on these specific objectives:

1.6.1 To investigate the influence of salary on employee satisfaction.

1.6.2 To investigate the influence of benefits on employee satisfaction.

1.6.3 To investigate the influence of career development on employee satisfaction.

1.7 Significance of Study

There are several parties that will benefit from this research.

Practically:

1.7.1 The Researcher

This research will benefit the researcher due to its knowledge as a staff of an organization. The results of the study will help the researcher to perform better in

improving the satisfaction of his employee. The researcher will also expand his knowledge on research report writing.

1.7.2 The Organization

Organizations will benefit from this research as they can take this research as an important view from the roots or trainers' point of view. The organization can take the views found in this research to improve their perception on employee satisfaction to make sure that the organization can meet its goals. The organization can learn the points and views of their employees and how they can make a great impact to the organization.

The organization can also use this research as a reference to create new policies.

1.7.3 Future Researcher

Future researchers from the same organization or researchers who are interested in studying on this organization can use this research as a reference. The objective of this study is a common subject in studies involving employees and may evolve from time.

Theoretically:

This study will contribute to the knowledge of:

1.7.4 New Input / findings

The organization will benefit from the fresh data of this research. From the new findings, the organization can upgrade or improve the work environment to make sure that employees will be satisfied working in this organization.

1.7.5 Clarify the main factor of satisfaction.

To be a trainer in GIATMARA, one only needs to have a minimum of Level 3 certificate in Malaysian Certificate of Skills (Sijil Kemahiran Malaysia) added with Vocational Training Officer Certificate from CIIAST. The trainers receives salary higher than normal market value for the same qualifications.



CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter will discuss the literature review of the study which comprises three independent variables (salary, benefits & career development) and one dependent variable (employee satisfaction). By discussing the literature reviews on all elements, this study will have clearer explanations on its independent and dependent variable.

2.2 Employee Satisfaction

According to Shah, Ali, Dahri, Brohi, Maher, & Hameed (2018), a work package itself such as compensation whether medical, bonuses and other monetary-related work incentives could have positive effects on employee satisfaction. Moreover, negative behaviors (Dahri & Hamid, 2018) and emotions (Dahri, Hameed, Nawaz, Sami, & Karim, 2019) may reduce job satisfaction outcomes which reduce employee performance and lead to reduced organizational performance (Awang, Ahmed, Hoque, Siddiqui, Dahri, & Muda, 2017). Based on Dubrin (1992), a high level of satisfaction leads to positive outcomes such as loyalty towards the organization, but a low level of employee satisfaction would lead to negative outcomes such as disloyalty, high probability to leave the organization or low performance at workplace. One way to define employee satisfaction is as an emotional state as stressed by Locke and Latham (1990) or as an attitude by Specter (1997). Job satisfaction does not only relate to the task but the job as well due to the job conditions that would create a positive and conducive work acceptance

(Schermerhorn, Hunt & Osborn, 1994). Besides that, it also includes other factors such as personal growth and development (Cumbey & Alexander, 1998). On the other hand, pay might not affect employee satisfaction.

Accordingly, other factors that have a probability of affecting job satisfaction is the nature of jobs and the work environment that might vary according to individuals. For instance, some employees prefer to work in the 'office environment' but some of them prefer 'hands-on' work environment as employees would like to remain in the same organization for a long period of time along with the long-term objective or goals of the organization.

As in the organization, this would involve a few processes such as job rotation, training and job enrichment which are part of the career development process. According to Kalleberg and Loscocco (1983), job satisfaction can be defined as the overall quality of one's experience in one's work role and it could be subjective and dynamic while arguments by Cumbey and Alexander (1998) and Hackman and Oldham (1975) on job satisfaction includes general elements such as the whole perception of job pleasure and specific elements (job security, pay, co-workers, supervision and personal growth and development). Furthermore, based on Kinicki, McKee-Ryan, Schriesheim and Carson (2002); Rogelberg, Allen, Shanock, Scott and Shuffler (2010), and Shah, et al. (2018), there are five factors which affect job satisfaction such as promotion opportunities, co-workers, supervision and the work itself.

Thus, environment is another factor that affects job satisfaction which employee interacting with and not only the task in the organization. This would only happen if there is a two-way relationship between two crucial elements which are

employee and organization. A positive working experience would result in high level of job satisfaction but it does not mean a positive work experience are without any issues; it could be seen in the way the issues and problems are handled in the organization. Job satisfaction can also be defined as the affective orientation which an employee has towards various aspects of their work (Lu, White & Barriball, 2005; Hwang & Chang, 2008). The cognitive (thinking) job satisfaction does not rely on emotional judgements but it would be based on the evaluation of conditions, opportunities or outcomes (Moorman, Niehoff & Organ, 1993) and it must be measured with assessments of remuneration, opportunities or numerous other reasonably objective terms (Locke & Latham, 1990). Thus, one should acknowledge that no employee will feel satisfied in every domain of the job as there will be positive and negative experiences.

The definition by Schermerhon et al. (1994) detailed the aspects of the emotion which has been discussed in the previous paragraph. At the same time, task and workplace conditions according to definitions by Locke and Latham (1990), Spector (1997) and Lu, White and Barriball (2005) are only relevant to the job. The definition by Schermerhon et al. (1995) and Raziq and Maulabakhsh (2015) added details to give a better overview on the elements which are related to employee satisfaction and clarified work conditions which is strongly associated with the job.

Table 2.1: *Definitions of Employee Satisfaction*

No.	Definitions of Employee Satisfaction	Author
1	Employee satisfaction is defined as pleasurable emotional state related with one's job	Locke (1976)
2	Employee satisfaction is defined as emotional response to a task or job as well as to the physical	Schermerhon et al. (1995)

	and social conditions of the workplace.	
3	Employee satisfaction can be defined as related set of attitudes on the various aspects of the job.	Spector (1997)
4	Employee satisfaction are including the general elements such as job pleasure, job security, pay, co-workers, supervision and personal growth development.	Cumbey and Alexander (1998).
5	Employee satisfaction is defined as affective orientation that employee has towards his/her work	Lu, White and Barriball (2005)

Employee satisfaction is a crucial factor that would explain an opinion on general emotion and way of thinking towards an employee's job and workplace. It is also a need of one's expectation on their job satisfaction (Togia, Koustelios & Tsigilis, 2004). It can be grouped as an affective concept, cognitive concept or behavioral concept. Affective satisfaction can be seen as an employee feeling satisfaction with their job which is subjectively and emotionally oriented. Cognitive satisfaction is not based on emotions but conditions and outcomes such as remunerations and other objective advantages play the key role (Moorman, 1993; Spector, 1997; Thompson & Phua, 2012).

2.3 Salary

Liu and Ma (2018) investigated different salary dimensions with employee satisfaction and suggested an overall strong effect of salary on employee satisfaction. According to Lawler (1994), Peter, Lawler and Hackman (1975), Mobley, Homer, Hollingswoth (1978); Vlacsekova and Mura (2017), the increment of pay might be a useful motivational strategy which will create a strong link if the individual performance can be measured and employee controllable as pay is a reward that could signify recognition, attainment and status.

The worker will be motivated to work harder as they need to achieve a good salary increment while low performance workers will be penalised by giving them no

bonuses, no raises or no promotions according to the performance of the employees. This is the method used by organizations in order to retain their employees from flocking away. However, due to the action of not giving any bonuses to the employees, this method may force some of the mid-level executives to leave the company as they are affected by the level of economic downturn and recent levels of inflation which will cause some of them to feel dissatisfied with their current level of salary. Low performing employees will not be awarded with increments in salary and some of the workers will watch closely on the consequences of everyone's actions to see what would lead to unethical action that contradicts their ethics.

The main point of the increment is the pay is a controllable reward by the organization. Nonetheless, failure in giving the increment of the salary would lead to an increase of turnover among the individuals which some of the organizations are likely to lose and it does not solve the problem by measuring the performance validly (Borman, 1978; Landy and Farr, 1980). Similarly, an increase or decrease in salary may increase or decrease employee satisfaction (Kiruja & Mukuru 2018).

2.3.1 Minimum Wages Policy

Minimum salary is one of the most influential tools on payroll distribution labor market. In fact, minimum wage laws now exist in over 90% of the countries of the world, but the implementation is very different in both approaches and Effectiveness across the country (Azura A.R, 2009). In Malaysia, Under the Minimum Wage Act 2018, starting from 1st January 2019 the minimum wage will start from RM1100.00.

2.4 Benefits

The employee benefits offered by the organization are based on several reasons such as corporate reasons and to enrich morale of both parties. An

organization should look at this matter as their responsibility towards their employee as they offered this in the first place while some organizations offer based on the two major reasons which are recruiting and creating engagement with their employee (Bishop, 2005). The involvement of employee is the part of the indicators which will test the successfulness of a benefits program such as employee job satisfaction (Tessema et al., 2013).

According to Milkovich and Newman (1999), employee benefits can be defined as a remuneration, pay and reward system which can be used to motivate employees in order to increase their productivity. This reward will usually be awarded to an employee based on their performance after the assessment process is executed by the top management. Benefits are the reward which will be given or awarded to an employee as a result of their employment and positions in the organization. Therefore, employee benefits are the most important element for the job satisfaction (Aswathappa, 2011; Mondy, 2012).

However, benefit is not the cost factor because it has a positive effect on the human resources effort and a study executed by Miller (2006) proved the positive relationship between job satisfaction and company benefits. In the structure of Maslow's hierarchy of needs, the effect of benefits can be seen in the various aspects of security such as hospitalization costs, retirement benefits and life insurance. Based on the Tessema, Ready and Embaye's (2013) cross country study, employee benefits contributes positive role in level of employee satisfaction.

In the article on Job Satisfaction of Bank Employees in Shimla written by Shallu (2012), the findings showed that most of the respondents were not satisfied with the benefits offered by the organization. Not only that, there is a field study

focusing on the benefits among government and private sectors showed that the only way to increase job satisfaction is to change benefit packages into better ones. On the other hand, some organizations in the developed world showed that the benefit packages have become an important part of the organization as it turns out to be part of the total compensation or organizational expenses.

DeCenzo and Robbins (2010) scrutinized that employee benefits holds 40% of the total compensation package. Benefits had become the biggest challenge in business nowadays especially in attracting and retaining quality employees. Milkovich and Newman (2004) scrutinized that other parts of the compensation package offered by the organization other than pay are weekends, life insurance, pension, workers compensation and vacations. Similarly, benefits other than salary having a positive effect on university academicians' satisfaction was advocated in studies of Basak and Govender (2015). On the other hand, there are seven major groups in which benefits have been classified according to Henderson (2000);

- a) Disability income continuation
- b) Loss-of-job income continuation
- c) Deferred income
- d) Spouse or family income continuation
- e) Health and accident protection
- f) Property and liability protection
- g) A special group of benefits and services called perquisites

Mejia, Balkin and Cardy (2012) emphasized that the main purpose of employee benefit is to protect employees from the risks of bad health and financial security. Moreover, some organizations had increased their investment in employee benefits which are designed in order to provide better life protection to the employee

(Martocchio, 2013). Furthermore, benefits can be called as indirect compensation as it will be given to the employee of organizations in a plan form rather than cash such as health insurance.

Employee benefits and pension plans have become the new important factor in order to retain employees in an organization for the sake of their career. Carraher (2010) stated that pay satisfaction and attitudes towards benefits has become a popular combination of variables in the research of organization which showed the existence of significant relationships with important outcomes such as absenteeism, turnover intentions, behavior and job performance. Some organizations face difficulties in providing better compensation and benefits packages to employees in order to retain them as the organization depends on the employees' knowledge, skills and abilities to be more competitive and profitable (Yaakob, 2015). According to Brown, Sturman and Simmering (2003), research on small, medium and large businesses showed employees benefits and compensation packages play a strategic role in enhancing in increasing organizational performance and profitability.

Furthermore, a study by Hussain (2012) emphasized on non-monetary benefit which including leave policy (compassionate leave, paternity or maternity leave, unrecorded leave and others), overtime policy (extra rate of calculation), car policy (car loan), hospitalization (paid leave, insurance, leave travel assistance limits, retirement benefits, holiday homes and education) and others welfare policy (supplying uniform, shoes, scarf and others). Shamir (1991) said some individuals preferred to have non-monetary incentives such as training programs, social activities, public praise compared to monetary incentives yet non-monetary incentives are awarded based on intrinsic motivation. Some organizations have

enhanced their non-monetary rewards into work-life balance, career development and other similar initiatives.

2.5 Career Development

Career development is one of the initiatives planned by an organization or employer in order to give benefits to their employees in the aspects of skills and knowledge and it can be considered as a learning process. Recently, Vondracek, Lerner and Schulenberg (2019) in their book associated career development with employee health, job satisfaction, and life span. Therefore, they play crucial roles in order to ensure the organization will be efficient and effective.

With a benefit program under the career development, employees will feel more confident and enjoy their work that will contribute to their skill and satisfaction. Due to better opportunities given by organizations, an employee decides to be retained and continue to serve the organization for a long period of time especially in contributing their skills and responsibility towards the organization. Thus, it is crucial that the organization invests in the career development aspect to ensure their employee could be a successful employee (Duggan, 2009).

According to the Ashar, et al. (2013), training is a part of career development which will give more opportunities to their employee to learn and develop their potential and skills in achieving their goals in the organization. Yeo and Li (2011) discovered that training is significant to the employee while a study by Lingham (2000) confirmed that development opportunities are important in order to improve employee capability in the aspect of new skills and knowledge. These development opportunities will contribute to the organization especially in the level of job satisfaction and is the way for an organization to invest in their employee and turn

them into better employees. Furthermore, this will signal the employers to have more awareness in providing effective service to the organization and employee as well (Newman & Thanacody, 2011).

Training development in the manufacturing industries is important especially in high-tech machines as the use of machines require following the right procedures to avoid mistakes and negligence that could cause some delay in the production process. Thus, it is crucial for the employee to have adequate training and ensure their safety while performing their task in the workplace (Buble, 2006).

Organizations have many opportunities to build career development for their employees while a lack of career development could cause stress and other negative impacts on knowledge and skills for the employees in performing their job (Coetzer & Rothmann, (2007); De Bruin & Taylor, (2005); Labuschagne et al. (2005); Trainor, Lindstorm, Simon-Burroughs, Martin & Sorrells (2008); Rollinson, (2005); Cartwright & Cooper, (2002)).

Day Sammons, Stobart and Kington (2007) emphasized that those who are get the chance to develop their ability and capability through training have a greater probability in remaining in the organization as they are satisfied with their job and position in the organization meanwhile Gandossy and Lao (2004) emphasized that some of the employees are likely to participate in the career development program organized by the organization as they will feel more happy and confident in performing their job. The career development will help employees to have self-development in the organization.

Each organization must develop a strategy in providing training and development programs to the employees in the organization and one of the strategy is

to attract employees to stay longer and serve the organization for a long period of time (Nota, Ferrari, Soelberg & Soresi, 2007). Every training provided by the organization will help their employees in developing new skills and knowledge in the specific field and some organizations even organize training programs for supplemental fields for their employees. By providing training, this will help them in improving themselves not only in terms of knowledge and skills but to develop better attitudes while also preparing the employees with high potential and strong capabilities (Werner & DeSimone, 2011).

On top of that, career development opportunities will help the employees by signaling them to plan for further personal career development and training as a part of the personal development initiatives in giving motivation and self-training. A study by Georgellis and Lange (2007) in a research on training in Germany discovered high levels of job satisfaction among their employees and Costen and Salazar (2011) in their study explained that human resource in an organization is responsible for conducting training program to their employee.

Organizations are highly recommended to provide personal career development to their employee as the world is advancing every day and employees are required to apply new skills and knowledge in their daily work routines in order to help them facilitate and speed up all the processes of their job. In addition, self-development programs would help employees to have a better understanding of their job description as they will feel comfortable and confident with their work and become better able to carry out their responsibilities. Better career development programs would help organizations in avoiding a high rate of turnover and this would help their employees especially managers and employers.

As said by Baryam and Bilgel (2008), career development would help human resource to be more efficient in order to maintain a good development stage in the organization. A study by Nassab (2008) found that career development have a high contribution on job satisfaction and it is about the individual's behavior towards job. Yap, Holmes, Hannan and Cukier (2010) revealed that there is a relationship between organizational commitment and career satisfaction. The relationship is about the effectiveness of training to the organization and employees and the findings showed that employees show more commitment towards job and organization. Merchant (2010) stressed that training might help employees to remain in the organization for a long period of time and assist them to achieve their goals in the organization for their own personal career development growth.

Career development offered by organizations can be considered as a bonus to the employee in order to improve to meet their expectations as self-improvement in the organization and the organization needs to figure out different ways to provide more innovative planning and activities for employees. Training can increase the level of satisfaction in the job and loyalty towards the organization among employees (Sturgeon, 2006; Tarasco & Damato, 2006). On the other hand, other sectors like advertising also require career development programs in the organization as stressed by Dao, Chang and Lee (2007) since the learning process will help employees to become more effective and increase their understanding of their job. Not only that, job satisfaction among employees is also important as it contributes a lot to the performance in the organization (Dirani, 2009).

A previous study by Nash and Sproule (2009) used British data from the Workplace Employment Relation Survey (WERS) for the year of 2004 and the findings showed a positive relationship in job satisfaction in Britain (Gazioglu &

Tansel, 2006). Human resource department plays important roles in providing training for the employee as well as a better position for the employee (Agba et al., 2010). Thus, career development will lead to positive impacts on satisfaction among employees in the organization as it can motivate the employee to be more disciplined.

2.6 The Relationship Between Salary, Benefits & Career Development with Employee Satisfaction

2.6.1 Relationship Between Salary and Employee Satisfaction

Continuation of the study on employee satisfaction will look at the relationship between salary and employee satisfaction based on a study executed by Darma and Supriyanto (2017) focused on compensation that would affect employee satisfaction. The subject of this research are employees of PT Telekomunikasi Indonesia. The findings showed that the compensation affected employee satisfaction and the compensation at PT Telekomunikasi Indonesia has been categorized as good which could improve employee satisfaction and employee performance.

Yaseen (2013) explained in his study about physicians' satisfaction that could be improved by providing a good compensation system such as payment, recognition, promotional opportunities, and meaningful employments. The results of his study showed that salary, recognition, promotion opportunities, and meaningful employment are factors of compensation management that affect physicians' job satisfaction directly. Based on Hariandja (in Salam, 2014), there are several factors affecting job satisfaction such as salary, the job itself, colleagues, boss, promotion and work environment. In addition, Smith et al. (in Sani, Soetjipto & Maharani, 2013) emphasized on indicators of satisfaction which are payment, job, promotion, supervisors and co-workers while job satisfaction can be referred to as the

compensation provided by employers including salaries or benefits and other work facilities for their welfare.

The findings of this study showed that compensation in the form of salary, wages, bonuses, facilities, travel programs, holiday allowance has a direct and significant effect on employee satisfaction at PT Telekomunikasi Indonesia. This is proven by the significance test between the compensation variable and employee satisfaction as t value of statistic > 1.96 and this proved that the exogenous variable (compensation) have a direct and significant effect on the endogenous variable (employee satisfaction). It showed that higher compensation offered by company would increase employee satisfaction.

2.6.2 Relationship Between Benefits and Employee Satisfaction

In this section, the study will discuss a case study on the relationship between benefits and employee satisfaction. The case will focus on the benefits for the employee offered by the banks in Kingdom of Saudi Arabia (KSA) which are National Commercial Bank (NCB), Saudi American Bank (SAMBA), Al Rajhi Bank and Riyadh Bank (RIBL). The objectives of the case studies executed by Raheja and Bano (2016) are to identify the key drivers of employee benefits in the unit, examine current employee benefit activities of leading banks Kingdom of Saudi Arabia (KSA), check the implementation of employee benefit initiatives at banks in KSA and to suggest various employee benefit strategies that could be implemented in banks to increase employee satisfaction and productivity. The study used descriptive and analytical research whereas the sample size of the study is four leading banks from the banking sector in KSA.

According to findings in the study, it was found that SAMBA Bank is the only bank that offered Lifestyle Benefits which cover paid holidays, annual vacation

and all their employees are entitled to this feature. On the other hand, the Concept Recreational Benefits which cover social functions are only offered by Riyadh Bank to their employees. In the aspect of savings, this scheme was only practiced by Al Raji and SAMBA while Riyadh used bank share-saving bond schemes with employees.

Another benefit which is offered by the banks are car allowance, moving expenses and relocation assistance and subsidies but car allowance was only offered by Riyad Bank whereas loan facilities were only available in the Riyadh and SAMBA bank. In conclusion, employee benefits will motivate employees to remain in the organization as they will have a strong emotional bond with the organization that would result in low level of absenteeism, as well as higher level of retention and productivity level. Thus, it is crucial for the organization to offer significant benefits that would benefit both party in growth and success.

2.6.3 Relationship Between Career Development and Employee Satisfaction

Career development involves participation from employees, managers and the organization itself as the employees will decide on what they want for their career and objective while managers will identify their knowledge, skills and abilities in order to train them accordingly in achieving organizational goals (Nameroff, 2009).

According to Duggan (2011), career development is directly linked to employee satisfaction as they will feel satisfied and remain in the organization for the long term. This is the major reason why organizations should invest in an employee career development program and make it successful. The findings of the study are aligned with Ahmad and Bakar (2003) and Newman, Thanacoody and Hui (2011) who each found that career development is positively associated with the effective

commitment which resulted from satisfaction of employee on their job according to employee perspective. Nonetheless the findings of the study are contradicted with a study conducted by Nyamekye (2012) that found that employee did not received any support from employers due to autocratic style of management as the career development was not being practiced in the studied organization.

On the other hand, Shelton (2001) emphasized that a lack of career development initiatives will lead to the intention of leaving the organization. Another research aligned with that study was one that was conducted by Umer and Akram (2011) which stressed that employee will feel satisfied with their job if the organization provides opportunities for growth and development. It can be concluded that employee satisfaction is dependent on career development opportunities in their organization.

2.7 Theories on Employee Satisfaction

There are several theories that can be discussed regarding employee satisfaction proposed in the literature and can be classified into several categories. Starting with the situational theories which stresses on the job satisfaction that resulted from the nature of job and other aspects in the environment. Another classification of theories is the dispositional theories which assumes that job satisfaction in the personal makeup of the individual. Interactive theories are theory that propose job satisfaction that resulted from the interplay of the situational and personal factors (Judge & Klinger, 2008).

The first theory discussed in this section is the Two-Factor Theory by Herzberg's (1968) which emphasizes on motivation hygiene factors and the theory states that the satisfaction and dissatisfaction felt towards a job is caused by two

factors such as motivator and hygiene factor. The motivators are the factors that lead to job satisfaction and it includes achievement, recognition, the work itself, responsibility and advancement. Meanwhile, hygiene factors are the factors that will prevent job satisfaction and it includes administrative policies, supervision, salary, interpersonal relations and working conditions (Petty, Brewer & Brown, 2005).

Another theory which is related to employee satisfaction is Affective Event Theory (Thompson & Pua, 2012) which focuses on events affecting the like or dislike of the job. This theory emphasized on how emotions affect employee satisfaction such as affective work behavior that explains employee emotion and cognitive work behaviors will predict employee satisfaction. Nonetheless, in reality, employee satisfaction will be measured as the cognitive evaluation of job facets such as working hours and salary (Antoncic & Antoncic, 2011; Brief & Weiss, 2002; Judge & Hulin, 1993). This theory has similarities to the theory developed by Locke (1976) called the Range of Affect Theory that is also known as Value-Percept Theory (Judge & Klinger, 2008).

The theory emphasized that satisfaction will be determined by the values that would satisfy them especially between what they want from job and what they will get from job. Employees would feel dissatisfied if their expectation is not met by the job (Dungguh & Dennis, 2014). In addition to the discussion on the theory, a theory proposed by Adams (1965) was the Equity Theory which explained the social exchange for example an employee will measure the input (commitment and hard work) with the output (salary, employee benefits) in the relationship and the level of effort given by the other party. The existence of inequity will occur if the employee can measure their input against output and they can discover the differences.

Thus, dissatisfaction occurs if there is no balance between input and output. On the other hand, a theory proposed by Hackman and Oldham (1976) was the Job Characteristic Theory which emphasized on a number of job characteristics that would influence job outcomes such as employee satisfaction. The motivating intrinsic job characteristics mentioned in the theory are task identity, task significance, skill variety, autonomy and feedback. All the characteristics would lead to meaningfulness of work, outcomes responsibility and results knowledge that could lead to employee satisfaction. This theory also states that job characteristic would have different effects on different people.

Another theory that is commonly used in research of satisfaction is Maslow's Hierarchy of Needs theory. Nyameh J. (2013) stated that Abraham Maslow's Hierarchy of Needs Theory is important and relevant in today's business to obtain success and excellence, but any attempt to try and exclude any practical application of the theory will negatively affect to the organization. This theory will be applied by the researcher in this study.

The extensive literature review about employee satisfaction shows that non-monetary studies have become more prominent currently on non-monetary related factors (Ding, Lu, Song & Lu, 2012; Ueda & Nojima, 2012; Turkeyilmaz, Akman, Ozkan & Pastuzak, 2011). The studies on the employee satisfaction showed the importance of the subject matter and its dynamic requirements. This upsurge on non-monetary studies needs further investigation concerning employee dissatisfaction (AlBattat & Mat Som, 2013; Brayfield & Rothe, 1951; Kim, Leong & Lee, 2005; Locke, 1976; Petty, Brewer & Brown, 2005).

2.8 THEORIES APPLIED

MASLOW'S HIERARCHY OF NEEDS THEORY

In order for the researcher's study of the Employees satisfaction in GIATMARA Kedah, Maslow's Hierarchy of Needs Theory is used as a guidance to complete this research. The reason the researcher will use this theory created by Abraham Maslow in 1943 is because it's a motivational theory of psychology comprising 5 levels of criteria of human needs and leads to job satisfaction. From the researcher's point of view, this is a suitable theory that can be applied with the research.

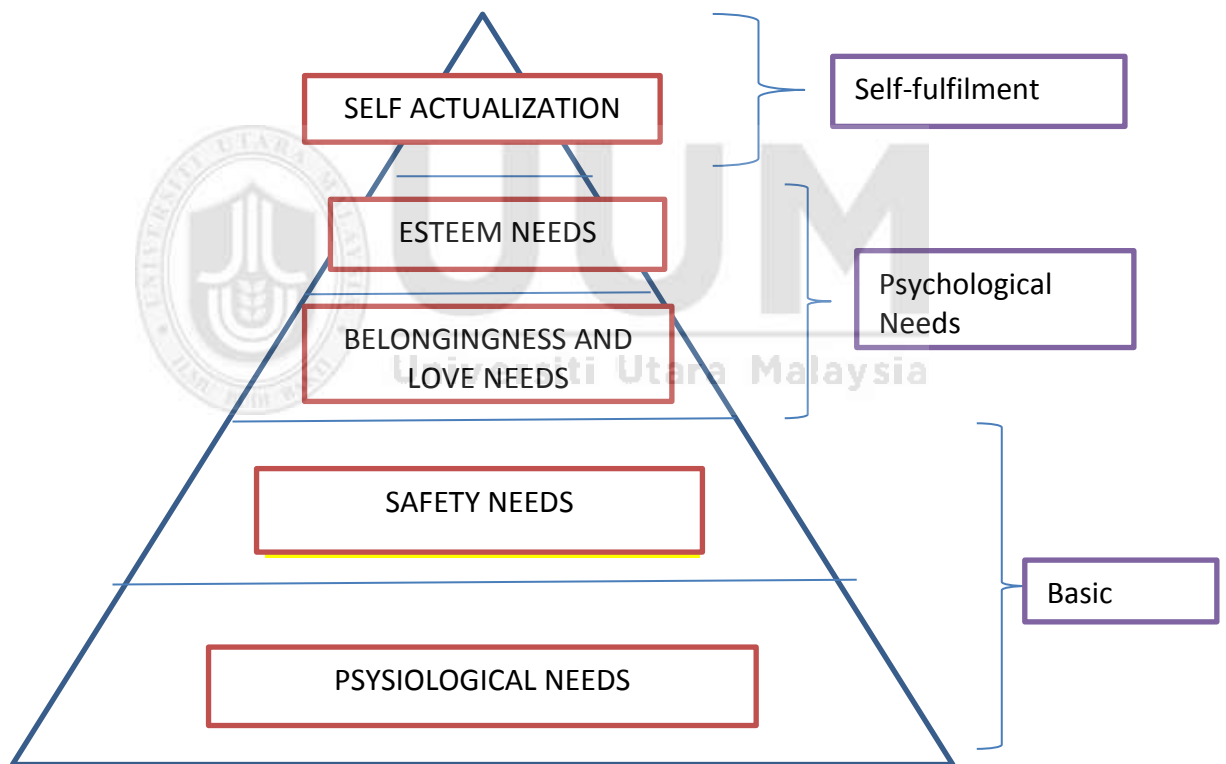


Figure 1: *Maslow's Hierarchy of Needs Theory*

Human needs are arranged in a hierarchy of pre-potency. That is to say the appearance of one need usually rests on the prior satisfaction of another, pre-potent need (Christopher Green).

The 5-stage hierarchy of the pyramid is separated into three (3) main categories:

i. Basic needs

Basic needs are usually the actual needs that people need to meet for their survival. People need to satisfy their basic needs then they will progress on to meet higher level growth needs.

a. Physiological needs

These needs are foods, water, shelter, sleep etc. These needs are human needs to continue their lives. People are willing to do anything just to make sure these needs are fulfilled.

b. Safety needs

This is human nature. Safety and security will be in their mind in everything they do. For example, they will be looking for work that will be secure for the future.

The nature of the work is also the main characteristic for employment.

ii. Psychological needs

c. Love and belongingness needs

Everyone needs to feel loved or appreciated. Even in the work environment, it is important to have a sense of belonging to a company. Respect and appreciation from the superiors even play a great impact in employees' satisfaction.

d. Esteem needs

These needs may sometimes not be required by some people. There are some people that are satisfied when all their basic needs are achieved. Where else people with high expectations will try to achieve more, higher level needs.

iii. Self-fulfilment needs

These needs usually are in creative and active people. Ambitious people will always try achieving the maximum level that they can achieve.

2.9 CONCEPTUAL FRAMEWORK

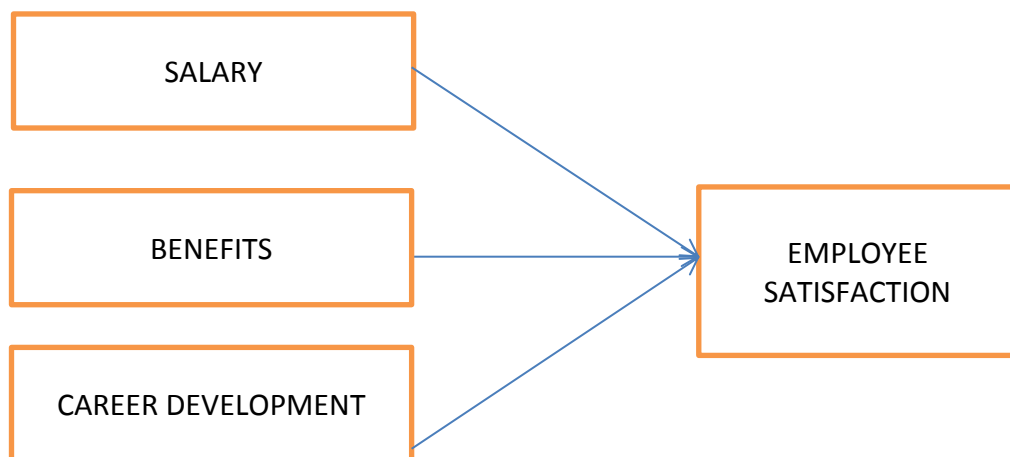


Figure 2: *Conceptual Framework*

Main Hypothesis (HA): The combination of the independent variables is positively related to employee satisfaction.

H1: There is a positive relationship between salary and employee satisfaction.

H2: There is a positive relationship between benefits and employee satisfaction.

H3: There is a positive relationship between career development and employee satisfaction.

Summary

The extensive discussion on the literature showed that there are relationships between the salary, benefits & career development and employee satisfaction whereas the case studies also show a significant relationship between independent variables and dependent variables. This chapter emphasized the extensive literature and the next chapter will focus on the research methodology of the study.



CHAPTER 3

METHODOLOGY

3.1 INTRODUCTION

This chapter will discuss the methods used to carry out the research in order to achieve its results. It will explain the data collection and analysis sampling methods, unit of analysis, populations, and samplings. The pilot test result done is also presented.

3.2 RESEARCH METHODOLOGY

3.2.1 Research Design

Research design is the process to consider where the study is done, what type of study is executed, level of data collected, and analysis. Lastly, it would determine the result or outcome of the study where conclusions and recommendations are justified. This research is a quantitative descriptive research and it uses a standard form of questionnaires that are adopted from other researchers.

3.2.2 Source of Data

The data collection was done by questionnaires distributed to respondents manually. The source of data in this research is divided to four (4) variables that influence the employee's satisfaction in GIATMARA Kedah. For every variable, there were ten (10) items to answer truthfully on a Likert scale with the option ranging from 1 (strongly disagree) until 5 (strongly agree).

3.2.3 Unit of Analysis

Unit of analysis is known as the important aspect in a research (Sekran & Bougie, 2013) and the main objective of the study (Long, 2014). For this research, data was gathered from individual trainers of GIATMARA Kedah will be the unit of analysis.

3.2.4 Population

Population is the overall number of people in a particular group that a research is going to study (Sekran & Bougie, 2013). The target of this research is for the trainers of GIATMARA Kedah. There are 107 trainers all over 15 GIATMARA centers in Kedah. This group of employees comes from different background; education level, culture and experiences.

Table 3.1: *Number of Trainers in GIATMARA Kedah*

No	GIATMARA Centers	No of Trainers
1	Alor Setar	8
2	Baling	7
3	Jerai	8
4	Jerlun	8
5	Kuala Kedah	6
6	Kubang Pasu	10
7	Kulim / Bandar Baru	6
8	Langkawi	7
9	Merbok	8
10	Padang Terap	5
11	Padang Serai	5
12	Pendang	7
13	Pokok Sena	8
14	Sik	6
15	Sungai Petani	8
	TOTAL	107

3.2.5 Sample

To simplify the process of determining the sample size from the population, the researcher used Krecjie & Morgan's (1970) table. As the number of population for this research is 107, the number of samples needed for this research is 86 trainers using questionnaires. It took the researcher 2 weeks to gather all the data from the various centers.

Table 3.2 *Operational Definition*

Variables	Operational Definition	Source
Employee Satisfaction	Employee satisfaction is defined as emotional response to a task or job as well as to the physical and social conditions of the workplace.	Schermerhon et al. (1995)
Salary	Basic pay and all other payments in cash to an employee for work performed on a contract of service	Malaysia Employee Act 1955
Benefits	As remuneration, pay and reward system which can be used to motivate employee in order to increase their productivity.	Milkovich & Newman (1999)
Career Development	To learn and develop their potential and skills in achieving their goals in the organization.	Ashar. et al. (2013)

3.2.7 Measurement Instrument

3.2.7.1 Dependent Variables

The Dependent Variables (DV) in this research is Employee Satisfaction. The researcher has adapted the instrument from Sakinah A.H., (2017).

3.2.7.2 Independent Variables.

The Independent Variables (IV) in this research are divided into three (3) parts; (B) Career Development, (C) Benefits and (D) Salary.

Table 3.3 *List of Questionnaires Adapted*

No	Researcher	Question No.	Type of Scale
1	Aidatul Sakinah Binti Abdul Hai, Tahap Kepuasan Pekerja Ibupejabat GIATMARA Sendirian Berhad, UM (2017)	A1-A10	Likert Scale
2	Leitmannova & Fekete Employees Satisfaction Survey in Selected Types of Company in Slovakia, University of Bratislava (2017)	B1-10	Likert Scale
3	Heirschi, Nagy, Baumeler. S.Johnston and Spurk, Assessing Key Predictor of Carier Success. University of Bern (2018)	C1-10	Likert Scale
4.	Munisamy S. Identifying Factors That Influence Job Performance Among Employees in Oil Palm Plantation. OUM (2013)	D1 - D 10	Likert Scale

3.3 Pilot Test

A pilot test is an important process before field research as this helps the researcher to verify that the questionnaires are relevant and understandable by the respondents (Baker, 1994). This pilot test was conducted by the researcher to 30 respondents (separate from main field respondents) among trainers of GIATMARA starting from 1st September until 20th September 2018.

The data obtained from the pilot test was analyzed using SPSS version 22. All items in dependent and independent variables were analyze through reliability test and result of Cronbach's Alpha presented in Table 3.6. Cronbach's Alpha is a

reliability coefficient that reveals the correlation between the variables whether the relationship is positive or negative (Sekaran & Bougie, 2013). The range to measure the reliability is between 0 and 1 and, more specifically, the lower rate of acceptability is between 0.6 and 0.7 (Hair *et al*, 2010). Therefore, from the results for the pilot test, it can be concluded that all items used to describe variables in this study are reliable and have a good value.

Table 3.4: *Result of Cronbach's Alpha*

Variables	No. of Item	Cronbach's Alpha
Employee Satisfaction	10	0.894
Career Development	10	0.953
Benefits	10	0.905
Salary	10	0.871

3.4 Questionnaires Design

The questionnaire's design included close-ended questions with response choice ranging from 1 - strongly disagree, 2 - disagree, 3 - not sure, 4 - agree and 5 - strongly agree. As a rating scale is more useful when a behavior is needed to be evaluated in a continuum, they are also known as a Likert Scale (Leedy and Ormrod, 2001). Respondents must choose and answer the best to describe their opinions from the Likert Scale. The questionnaires started with a section of demographic questions focused on their personal information such as age, gender, position, years of employment. The questions on the survey comprises of section A (10 items) on employee satisfaction, section B (10 items) on career development, section C (10 items) on benefits and section D (10 items) on salary.

3.5 Data Collecting Methods

The quality and success of a research work depends on the knowledge of the data collecting method and application (Osang, Etta, Ushie, & Offiong, 2013). To ensure that all the respondents understand the questions and the objective of the research, the researcher personally went to GIATMARA centers (self-administrated) where trainers in Kedah that were selected via computer and had a face-to-face session with the respondents to hand over questionnaires and assisted the respondent in understanding the questions but had no influence in the answers and ensured confidentiality of personal information.

3.6 Data Analysis

All the data collected from the respondents were analyzed using SPSS to get an accurate data analysis for the research. SPSS will help the research to calculate and see the relationship between each variable and will determine the conclusion that will be presented by the researcher.

3.7 Summary

This chapter elaborated on the research design and research methodology including population, sample size, sampling technique, operationalization of construct, instrument and data collection method.

CHAPTER FOUR

FINDINGS

4.1 Introduction

This chapter presents the findings of this study that are obtained from data analysis. This chapter consists of the demography of respondents. Data analysis is tabulated and is further followed by the results of normality, reliability, descriptive statistic, Pearson correlation analysis, and multiple regression analysis.

4.2 Profile of Respondents

Profiles of the respondents were analyzed using descriptive statistics. The researcher distributed 90 questionnaires to the academic staff at GIATMARA Kedah. However, only 86 of the respondents returned the completed questionnaires. Table 4.1 presented the result of the demographic profile of respondents that was obtained from the data collection. The demographic aspect includes age, gender, and Table 4.2 represents the length of service.

Demographic information concluded that more than half of the respondents (63.3%) are male compared to female (35.7%) from the total respondents. In this study, the researcher had segregated five levels for age. The majority (50.0%) of respondents' age that took part in this survey are between 36 to 45 years old while the minority (3.6%) of respondents' age is below 25 years old. In terms of length of service, mostly respondent (17.9%) between less 5 than years and around 5 to 10 years of service, only (13.1%) had more than 21 years of service.

4.2.1 Demographic

Table 4.1: *Frequency and Percentage of Respondents by Demographic*

Age	M	F	Freq	Percent
Below 25 yrs	2	1	3	3.6
26 to 35 years	10	10	20	23.8
36 to 45 years	30	14	44	50.0
46 to 55 years	10	5	15	17.9
56 yrs & above	2	2	4	4.7
Total	54	32	86	100

4.2.2 Length of service

Table 4.2 *Frequency and Percentage of Respondents by Length of service*

Length of service	Frequency	Percent
Less than 5 years	15	17.4
5 to 10 years	15	17.4
11 to 15 years	28	32.6
15 to 20 years	17	19.8
More than 21 years	11	12.8
Total	86	100

4.3 Normality Test

In this study, a normality test was used in order to examine the data whether it is normally distributed or not. There are several ways to measure normality such as histograms, stem-and-leaf plot, boxplots, normal probability plots, skewness, kurtosis

and distended normal plots (Coakes and Steed, 2007). For this study, the researcher used skewness and kurtosis to identify the value of acceptance for the normality test. Based on results presented in Table 4.2, all the data is normally distributed when value for Skewness and Kurtosis are within the range +1 to -1.

Table 4.3 *Result of Normality Test*

Variables	Skewness	Kurtosis	Conclusion
Employees Satisfaction	-0.556	0.406	Normally Distributed
Career Development	-0.049	- 1.175	Normally Distributed
Benefit	- 0.838	1.206	Normally Distributed
Salary	- 0.358	0.803	Normally Distributed

4.4 Descriptive Statistic

The purpose of descriptive analysis is to explore, summarize and describe data collections that are obtained from the survey (Coakes & Steed, 2007). Generally, this analysis is used to describe the characteristics of people, events, or situations because it gives a better understanding on the characteristics of the group in certain situation. For that purpose, this analysis is conducted to obtain the value regarding the respondents' profile acquired from a five-point Likert scale. In this section, the mean and standard deviation value for dependent and independent variables are presented in Table 4.4:

Table 4.4 *Result Means and Standard Deviation*

Variable	Mean	Standard Deviation
Employee Satisfaction	3.892	0.43
Career Development	3.594	0.60
Benefit	3.800	0.43
Salary	3.671	0.47

4.5 Level of Employee Satisfaction and Dimension

4.5.1 Level of Employee Satisfaction, salary, benefits and career development

Level	Salary	Benefits	Career Development	Employee Satisfaction
Low	1	1	0	0
Medium	35	27	46	24
High	50	58	40	62
Total	86	86	86	86

Table 4.5: *Level of Employee Satisfaction*

4.6 Reliability Analysis

The main reason for conducting a reliability test is to assess the consistency reliability and stability of the items of the questionnaire (Sekaran & Bougie, 2013). It assists by minimizing the bias (error free) to ensure the acceptability of the instruments. One of the suitable methods to assess the internal consistency is by using Cronbach's Alpha. As the items in the questionnaire used multiple choice Likert Scale as a measurement, the Cronbach's Alpha is appropriate to determine the reliability of the instrument (Gliner, Morgan & Leech, 2009). The relevant value for reliability is between 0.5 to 0.6 would be sufficient that suggested by Hair *et al.* (2010).

According to Sekaran (2003), a higher internal consistency is when the Cronbach's Alpha is closer to 1 because it shows that the data have excellent consistency and stability. Based on result, the Cronbach's Alpha value for employee satisfaction was 0.812. While result for reliability test for salary is 0.804, benefit is 0.808 and career development is 0.875. Cronbach's Alpha results for all variables are presented in Table 4.6.

Table 4.6: *Reliability Analysis Result*

Variable	Alfa Cronbach
Employee Satisfaction (DV)	.812
Salary (IV)	.804
Benefits (IV)	.808
Career Development (IV)	.875

DV = Dependent Variable

IV= Independent Variable

4.7 Hypothesis

Pearson correlation was used in order to test the relationship between the dependent variable and independent variables (Coakes & Steed, 2007). The data obtained were analyzed using Pearson Correlation to test. H1, H2 and H3 were aimed at identifying the relationship between the variables.

H1. There is positive relation between amount of salary and employee satisfaction.

Table 4.7: *Relations between Amount of Salary and Employee Satisfaction.*

Employee Satisfaction	Correlation (r)	Sig
Salary	.494**	.000

**p <.01

Table 4.7 shows the correlation and significance value between dependent and independent variables. From the result, correlation between employee's satisfaction and salary is $r=.494$ and the significance value for salary is 0.000 ($p<0.01$). Based on result of correlation coefficient and associated significance value for salary, it can identify that both variables have strong positive relationship. Therefore, the alternate hypothesis (H_1) "*There is positive relations between amount of salary and employee satisfaction*" would be accepted.

H2. There is positive relation between benefits given and employee satisfaction.

Table 4.8: *Relations between Benefits and Employee Satisfaction*

Employee Satisfaction	Correlation (r)	Sig
Benefits	.640**	.000

**p <.01

Table 4.8 shows the result of correlation coefficient between employee satisfaction and benefits is $r=.640$ and the significance value is 0.000 ($p<0.01$). For this variable, it describes that correlation have strong positive relationship. Thus, the alternate hypothesis (H_2) “*There is positive relations between benefits given and employee satisfaction.*” was accepted.

H3. There is positive relation between career development and employee satisfaction.

Table 4.9: *Relations between Career Development and Employee Satisfaction.*

Employee Satisfaction	Correlation (r)	Sig
Career Development	.446**	.000

**p <.01

Lastly, Table 4.9 shows the result of correlation coefficient between employee satisfaction and career development is $r=.446$ and the significance value is 0.000 ($p<0.01$). For this variable, it also describes that correlation have strong positive relationship. Thus, the alternate hypothesis (H_3) “*There is positive relations between career development and employee satisfaction.*” was accepted.

4.9 Summary

This chapter illustrated the analysis of collected data and used descriptive analysis, Pearson correlation and multiple regression analysis methods. The analysis results revealed that the hypothesized independent variables in this study (salary, benefit, career development) have a positive relationship on employee satisfaction. The next chapter discusses the recommendation and conclusion based on research finding.



CHAPTER 5

DISCUSSION AND CONCLUSION

5.0 Introduction

This chapter consists of discussion and conclusion for the finding of this study in the previous chapter. This chapter discusses the links variables with findings by further explanation from theoretical perspective in line with past studies. Followed by relationships and hypothesis in the light of underpinning theory. In last, the contribution and implication as well as recommendations for future research are presented based on findings and discussion of this study.

5.1 Summary of the Finding

In Chapter One, the researcher has developed three (3) research objectives before implement the study. The objectives were to investigate the relationship between salary, benefit and career development with employee satisfaction among academic staffs at GIATMARA Kedah. These objectives have been highlighted in this chapter to connect the objective with the finding in chapter four. The details explanation will discuss in the following section.

5.1.2 Relationship between Salary with Employee Satisfaction

The first objective in this study is to investigate the relationship between salary and employee satisfaction among trainers in GIATMARA Kedah. The different salary dimensions with employee satisfaction and suggested overall strong effect of salary with employee satisfaction (Liu & Ma, 2018). Mahmood et al (1997)

stated that the amount of pay received by the employees have positive significant with employee's satisfaction. The results of the Pearson's correlation analysis is $r=0.494$, $p<0.001$ which there are positive relations between benefits given and employee satisfaction. For regression analysis shows the value of $\beta =0.104$ that there is relationship between amounts of salary with employee satisfaction. Increment of the salary would lead to the decrease of turnover within which in some of the organization would likely lose and it doesn't solve the problem by measuring the performance (Borman, 1978; Landy and Farr, 1980). Finally it can be concluded that (H_1) "*There is positive relations between salary and employee satisfaction*" would be accepted.

5.1.3 Relationship between Benefits with Employee Satisfaction

The second objective in this study is to determine the relationship between benefit and employee satisfaction among trainers in GIATMARA Kedah. Benefits other than salary having positive effect on university academician's satisfaction (Basak & Govender, 2015). Benefits are the rewards that the employees receive by doing their work, it's either intrinsic or extrinsic (Herzberg, Mausner & Synderman, 1959). After analyzing the data through Pearson correlation, the result determines that there is relationship between benefit and employee satisfaction. The value for correlation $r=0.640$, $p<0.01$ which there are positive relations between benefits given and employee satisfaction. Based on regression value that is $\beta =0.494$ indicates that there is positive relationship between two variables. Brown, Sturman and Simmering (2003) stated that study towards small, medium and large organisations showed employees benefits and compensation play a role in uplifting organizational

performance and profits. It can be concluded that benefit have relationship with employee satisfaction and H₂ “*There is positive relations between amount of salary and employee satisfaction*” would be accepted.

5.1.4 Relationship between Career Development with Employee Satisfaction

The third objective of the study to determine the relationship between career development and employee satisfaction. Based on Pearson correlation the results shows that there are have relationship with two variable $r=0.446$, $p<0.01$. Furthermore, the result of regression shows values $\beta =0.159$. Sammons, Stobart and Kington (2007) stated employees that get the chance in developing their ability and capability through training will probably have better chance in enhancing through the organization because they're satisfied with their work in the organization. Employee will feel satisfied with their job if the organization provides opportunity for growth and development (Umer & Akram, 2011). Duggan (2011) also stated that career development is directly linked to employee satisfaction as they will feel satisfied and retained to the organization for a long time. That results from the analysis of the researchers can concludes that (H₃) “*There is positive relations between career development and employee satisfaction.*” was accepted.

5.2 Limitation of the Study

During conducting this study, several limitations arises that needed to be faced by researcher. Firstly, the result of this study is less generalizable to other group of large population, due the fact that the sample was limited to trainers of GIATMARA Kedah only. Second was the constraint of time. The respondents in this

study are limited. Thus, due to limitation on number of respondents, time allocation, focusing population and location could not represent the overall response of all education institution from all branches GIATMARA. Lastly, the biggest problem faced by the researcher was the language barrier. Majority of the trainers were not well verse towards English. So, the researcher had to translate the questions orally to Bahasa Melayu to make sure that the respondent could answer all the questions.

5.3 Recommendation for Future Research

The findings of this study assist to create several opportunities for future research. First recommendation is researcher may perform similar studies on the same respondent and observe other factors that have possibility to contribute toward job satisfactions. In other words, there are other variables exist which not been identify in this research and can be assess by future researcher.

Second suggestion is future researcher can perform a study that evaluate the impacts of career development, benefit and salary on job satisfaction among academic staff by comparing between private and public institution. The respondent can be in a similar position or different position.

Third, the sample size in this study is only 84 respondents which might reduce the accurateness of the study and generalize of the findings and conclusion. So, maybe the future researcher can be increased the number of respondents by evolving the population to all the staffs of GIATMARA Malaysia and that can get a better result for the study.

5.4 CONCLUSION

There are influence of salary, benefits and career development towards employee's satisfaction in GIATMARA Kedah. As an institution that is responsible for youth development in Kedah, it is important to make sure that the trainers are satisfied with the organisation so that they can contribute to the maximum. Jobstreet.com employee happiness index survey on 2017 stated that Malaysia stands no 4 after Indonesia, Vietnam and Philippines.

From the study, the researcher concluded that trainers of GIATMARA Kedah are satisfied working with the organization with all factors; salary, benefits and career development shows all positive results. These factors may have an impact to the trainers that make them feel secure and satisfied working in the organization.

From these results from this research, further studies can be suggested to make sure that employees are continuing to be satisfied in the future despite the changing environment of generations and political interference might also be factors that might influence the employee satisfaction in the future.

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